

# ANNUAL PERFORMANCE PLAN 2019/2020



**INDEPENDENT POLICE INVESTIGATIVE DIRECTORATE**



ipid  
Department  
Independent Police Investigative Directorate  
REPUBLIC OF SOUTH AFRICA

NAVARA



**INDEPENDENT POLICE INVESTIGATIVE DIRECTORATE**

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## FOREWORD BY THE MINISTER OF POLICE:

We come from a period in which our people were robbed of their dignity by the apartheid system, especially the use of the police to prop-up the apartheid regime. That is why more than sixty years ago the Freedom Charter, set out a vision of the police as "... helpers and protectors of the people".

The National Development Plan (NDP) echoes a similar vision for our country's police. I am on record as having said that the police must do all they can to protect our communities from criminals. There is no room for criminals in our society. Our country will once again choose a government that will run the country for the next five years. The priorities which will be core to that mandate will form part of our plans as government institutions. This goes for all our policing institutions, including the Independent Police Investigative Directorate (IPID).

We will draw inspiration from the various authorities to inform our planning, from the governing party's manifesto to government priorities as per the medium term strategic framework (MTSF) to cluster priorities etc. Citizens of our country will hold us to account based on the plans we have put in place.

In my recent engagement with IPID management, I made it clear that we expect the IPID to investigate without fear, favour or prejudice.



We also expect IPID to speed up its investigations to ensure that those who are under investigation are brought before the courts speedily and expeditiously.

I trust that IPID will work hard to improve the quality of its investigations and recommendations. It is only by doing this that the efficiency of the criminal justice system will be reinforced. If we all do our work diligently, the dignity of our people will be restored.

A stylized signature in black ink, likely belonging to General Bh CELE.

**GENERAL BH CELE**  
MINISTER OF POLICE



IPID Crime Scene Vehicle

## MESSAGE FROM THE EXECUTIVE DIRECTOR:

When I was appointed as Acting Executive Director on 01 March 2019, I stated that the Independent Police Investigative Directorate (IPID) will not change its commitment to conduct independent and impartial investigations. My appointment comes at a time when the IPID has made a name for itself as a formidable fighter against police criminality and corruption. This hard earned reputation will continue while I am holding the fort. This is because we all realise that the IPID plays a crucial role in the fight against corruption and other offences - this role will not be diminished by the departure of the former ED.

The IPID has a presence in all nine (9) provinces with a limited number of small District offices – some having been closed due to a limited budget and a heavy burden of accruals. I am pleased to announce that we have managed to clear all the accruals.

We continue to face the challenge of reaching all complainants and crime scenes of alleged police criminality. Vast distances make it difficult to respond swiftly to crime scenes and investigations. In some provinces, it is near impossible to preserve the integrity of crime scenes due to the long distances travelled by IPID investigators to reach those crime scenes. As a result, investigators spend most of their time travelling rather than investigating. This situation affects the effectiveness of investigations negatively. Notwithstanding the aforesaid challenges, we are equal to the task and we will do our best to give the best service to our communities.

We will work with all our stakeholders to ensure that the work that was started in the past continues at full speed – that it is business as usual. We will continue to investigate cases and bring errant police officers to book. We will continue to arrest those who abuse their power and bring them before the courts. This we will do without any fear or favour.

One of the projects that has been on our table for some time and which we want to finalise swiftly is the full implementation of section 23 of the IPID Act, which would bring the salaries and benefits of our investigators on par with those of SAPS detectives.



We have made significant progress in this regard but we will not rest until we have achieved full implementation and our investigators receive what is due to them.

This being an election year brings some uncertainty in regard to possible changes that may come with the new administration. Some priorities could change. Some could get a different emphasis.

We do not expect our core mandate to change and this is reflected in our plans as set out in this document. As the IPID, we have aligned our programmes with the various strategic frameworks that guide our policy positions.

The entire IPID team is committed to live up to the high standards expected of us by South African citizens.



MR MR VO SENNA  
ACTING EXECUTIVE DIRECTOR

**OFFICIAL SIGN-OFF**

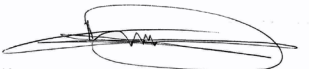
It is hereby certified that this Annual Performance Plan:

Was developed by the management of the Independent Police Investigative Directorate under the guidance of the Executive Director, the Minister of Police and the Deputy Minister of Police.

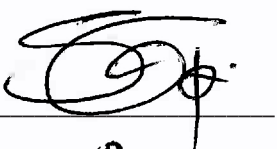
Takes into account all the relevant policies, legislation and other mandates for which the Independent Police Investigative Directorate is responsible.

Accurately reflects the strategic outcome-oriented goals, objectives and targets that the Department will endeavor to achieve over the period 2015-2020.

MR P SETSHEDI  
**ACTING CHIEF FINANCIAL OFFICER**

Signature: 

MS S LETLAPE  
**OFFICIAL RESPONSIBLE FOR PLANNING**

Signature: 

MR VO SENNA  
**ACTING ACCOUNTING OFFICER**

Signature: 

Approved by:  
GENERAL BH CELE, MP  
**EXECUTIVE AUTHORITY**

Signature: 

28 March 2019





## **PART A: STRATEGIC OVERVIEW**

**IPID Crime Scene Vehicle**

## Vision

An effective independent investigative oversight body that ensures policing that is committed to promoting respect for the rule of law and human dignity.

## Mission

To conduct independent, impartial and quality investigations of identified criminal offences allegedly committed by members of the South African Police Services (SAPS) and Metro Police Services (MPS), and to make appropriate recommendations in line with the IPID Act, whilst maintaining the highest standard of integrity and excellence.

## Values

The IPID adheres to the highest standards of ethical behaviour through the continuous application of our values. The following values are the core from which we operate and respond:

- Independence and impartiality
- Mutual respect and trust
- Integrity and honesty
- Transparency and openness
- Equity and fairness
- Courtesy and commitment

## Strategic-Outcome-Oriented Goals

The Department's four (4) strategic-outcome-oriented goals are:

- The IPID is an effective independent oversight body
- The IPID investigates cases effectively and efficiently
- The police service is responsive to IPID recommendations
- The IPID is accessible to the public

## Constitutional Mandate

Section 206(6) of the Constitution of the Republic of South Africa makes provision for the establishment of an independent police complaints body and stipulates that "On receipt of a complaint lodged by a provincial executive, an independent police complaints body established by national legislation must investigate any alleged misconduct of, or offence committed by, a member of the police services in the province."

## Legislative Mandates

The Independent Police Investigative Directorate (IPID) Act No. 1 of 2011 gives effect to the provision of section 206(6) of the Constitution, ensuring independent oversight of the SAPS and MPS. The IPID resides under the Ministry of Police and functions independently of the SAPS.

The IPID Act empowers the Department to investigate offences listed hereunder, allegedly committed by the SAPS and the MPS members.

## Section 28 (1) of the Act:

- (a) Any death in police custody
- (b) Deaths as a result of police actions;
- (c) Complaints relating to the discharge of an official firearm by any police officer;
- (d) Rape by a police officer, whether the police officer is on or off duty;
- (e) Rape of any person in police custody;
- (f) Any complaint of torture or assault against a police officer in the execution of his or her duties;
- (g) Corruption matters within the police initiated by the Executive Director, or after a complaint from a member of the public or referred to the Department by the Minister, MEC or the Secretary for the Police Service;
- (h) Any other matter referred to the IPID as a result of a decision by the Executive Director or if so requested by the Minister, an MEC or the Secretary for the Police Service as the case may be.

Section 28 (2), the Department may investigate matters relating to systemic corruption involving the police.

Section 33(3), any police officer who fails to comply with section 29 is guilty of an offence and liable on conviction to a fine or to imprisonment for a period not exceeding two years.

## Other Mandates

The vision 2030 of the National Development Plan (NDP) chapter 12: building safer communities; is that people living in South Africa feel safe and have no fear of crime. The core mandate of the IPID contributes towards the realization of Outcome 3 as outlined in the Medium Term Strategic Framework (MTSF) 2014-2019, namely: "All people in South Africa are and feel safe".

The IPID contributes to the achievement of NDP priorities by conducting independent and impartial investigations into allegations of criminality against members of the SAPS and MPS. Thereafter, refer departmental and/or policy recommendations to the Minister of Police; and refer criminal dockets to the National Prosecuting Authority for decision on whether to prosecute or not.



## 1. UPDATED SITUATIONAL ANALYSIS

The IPID management convened two departmental strategic review sessions to deliberate on the department's strategic direction, review past and current performance to ensure alignment between resources and targets. These sessions were attended by senior management from both provincial and head office. An environmental scan was also conducted through SWOT analytical tool to identify key external and internal factors that should be taken into consideration when planning for the next Medium Term Expenditure Framework (MTEF) period. The Department will endeavour to remain sustainable as a result of the identified strengths and opportunities.

### 1.1. Performance Delivery Environment

The 2018 Budget Review announced large-scale expenditure reprioritisation and tax increases, notably a one percentage point increase in the VAT rate. Over the medium-term expenditure framework (MTEF) period, government will maintain the main budget expenditure ceiling. Funds will be re-prioritised to manage spending pressures and support the President's economic stimulus and recovery plan.<sup>1</sup> Since the inception of the Independent Police Investigative Directorate, the allocated budget has not been able to meet the demand to enable effective execution of its legislative mandate and operational independence. The constrained government's fiscus has also had an adverse impact to the Department's budget allocation. In the previous financial years, the Department experienced extensive budget cuts.

As a result, its resources were extremely constrained affecting its operations. These constrained fiscal envelope, gave rise to accruals amounting to R5.3 million in 2014/15, R6.9 million in 2015/16, R27.8 million in 2016/17 and R20.5 million in 2018/2019; which are mainly attributed to contractual obligations and travelling expenditure when conducting investigations. However; management has put measures in place to reduce the amount of accruals over the MTEF period.

Due to constrained financial resources the Department was unable to provide a conducive working environment for the investigators who are responsible for driving the Department's core mandate. The dilapidated Information and Communication Technology (ICT) infrastructure affected the effectiveness of the Case Management System which is used to process cases and record keeping of investigation case files.

Furthermore; working tools such as vehicles, investigation equipment and computers were inadequate to enable effective and efficient investigation of cases. All these put a strain on investigators, compelling them to work overtime and not being able to take adequate leave days in an effort to improve performance. Although some work commenced in the 2018/2019 financial year, management has prioritised improvement of the working environment over the MTEF period.

Taking into consideration the available human resources, financial resources and working tools, the Department will mainly focus on investigation of serious and priority crimes which include corruption, systemic corruption, death as a result of police action, death in police custody, rape by a police officer, rape in police custody and torture. The table below depicts a breakdown of case workload which includes cases registered in the new financial year and active cases carried over from the previous financial year/s (backlog). The workload for the 2018/2019 financial year increased by 20%. This may also lead to a higher workload in the new financial year, as all active cases will have to be carried over.

Financial year	Total case workload
2014/2015	10 657
2015/2016	10 695
2016/2017	9 513
2017/2018	9 097
2018/2019	11 955

**Table 1: Total Workload**

The reliance on other Institutions for technical assistance is one of the contributing factors to backlog cases. The delay in obtaining technical reports affects completion of cases. Although investigation is concluded, a technical report is required in order to complete a case. It is in this regard that management has commenced with the review of the IPID Expansion Strategy to ensure alignment to emerging needs and the operational environment. The Strategy had previous received support from all relevant stakeholders, yet could not be funded. The management will continue to advocate for its funding.

In the 2018/19-2020/21 the Department had prioritised partial implementation of IPID Act section 23 which expresses remuneration and benefits of investigators. The inability of the Department to fully implement IPID Act section 23 was met with dissatisfaction by investigators which is also affecting their morale. During the current MTEF period the management will endeavor to conclude all necessary discussions and agreements with the relevant stakeholder to ensure full implementation of IPID Act section 23.

The four (04) activities listed below are at the core of the constitutional and legislative mandate of the Department and are critical for the department's effectiveness, regrettably they are still not funded:

- Full implementation of amended IPID Act, including section 23
- Full implementation of the IPID Expansion Strategy which is intended to accommodate the demand place on IPID for additional regional and district offices.
- Full implementation of the Farlam Commission Report recommendation which addressed the operational independence of IPID from SAPS
- Full implementation of ICT Strategy

1. Republic of South Africa. National Treasury, Medium Term Budget Policy Statement 2018. Available on <http://www.treasury.gov.za/documents/mtbps/2018/mtbps/fullMTBPS.pdf> accessed on 28 November 2018

The intended outcome about the existence of IPID is that public confidence in the criminal justice system will be restored, specifically SAPS and MPS. Also that human dignity be restored and that the rule of law be upheld. IPID is at the forefront of fighting against corruption. Inadequate resources compromise the effectiveness of the IPID in executing its constitutional and legislative mandate; and realisation of the NDP vision, “people living in South Africa feel safe and have no fear of crime”.

## 1.2. Organisational Delivery Environment

The IPID is committed to deliver on its legislative mandate with the purpose of contributing towards a police service that is trusted by the community and operates in line with the principles enshrined in the Constitution of South Africa.

### Service Delivery Model of IPID (Provincial and District Offices)

The IPID structure consists of a National Office, nine (9) Provincial Offices and four (4) District Offices. The District offices were established to improve access to IPID services; but due to the dire financial situation of IPID, a strategic decision was taken to close District Offices. A total of five (05) District offices have since been closed; Eastern Cape, Northern Cape, Free State, Kwa-Zulu Natal and North West, respectively. This was done to re-direct budget from these satellite offices to fund pressures. However, IPID is engaging Thusong Centres to acquire office accommodation that is affordable to ensure accessibility of IPID services.

Provincial Offices comprise of a Provincial Head, Deputy Provincial Head, investigators and administrative staff. However, this is not sufficient because the SAPS has 1 146 police stations<sup>2</sup>. The geographical location of some of IPID offices makes it difficult for ordinary citizens in rural or far-fetched areas to access its services. The closure of District offices has aggravated the situation. In addition, this geographical location necessitates extensive traveling for IPID investigators, thereby requiring and exhausting the greater part of the budget on travelling and accommodation.

### Human Resource Capacity

During the establishment of the ICD, the Department of Public Service and Administration (DPSA) had conducted the human capacity assessment which had recommended a total of 535 personnel. In the 2016/17 the IPID's staff establishment was reduced from 414 to 388 as a result of expenditure ceiling that was put on Compensation of Employees which led to freezing of posts. In the 2018/2019 financial year the organisation's structure was reviewed and 27 additional posts were added by creating 24 new posts and unfreezing 3 unfunded existing posts.

The staff establishment was therefore increased from 388 to 415 which is subject to concurrence by the Department of Public Service Administration (DPSA). These posts are aimed at strengthening internal controls to address majority of Auditor General of South Africa (AGSA) audit findings in different Components.

The total number of investigators is 191 with 171 on level 7-11 and a total of 20 on SMS level. The capacity is not adequate considering the increasing demand for IPID services. The capacity needs for investigation personnel and the required support staff are adequately addressed in the proposed Expansion Strategy.

The Department has been experiencing a high turnover rate particularly at entry salary levels, junior and middle management due to salary levels that are lower as compared to other government departments. The lack of succession planning, non-implementation of Retention Strategy, high workload and non-implementation of IPID Act Section 23 were identified as some of the contributing factors to the staff turnover. However, the strategies listed below were adopted to address this challenge:

- Development and implementation of Upward Mobility Plan
- Internal advertisement of posts for level 5 to 12 to encourage internal promotion
- Implement strategic training interventions for management and support staff
- Implement special investigation training interventions for investigators

### Operational Independence of IPID

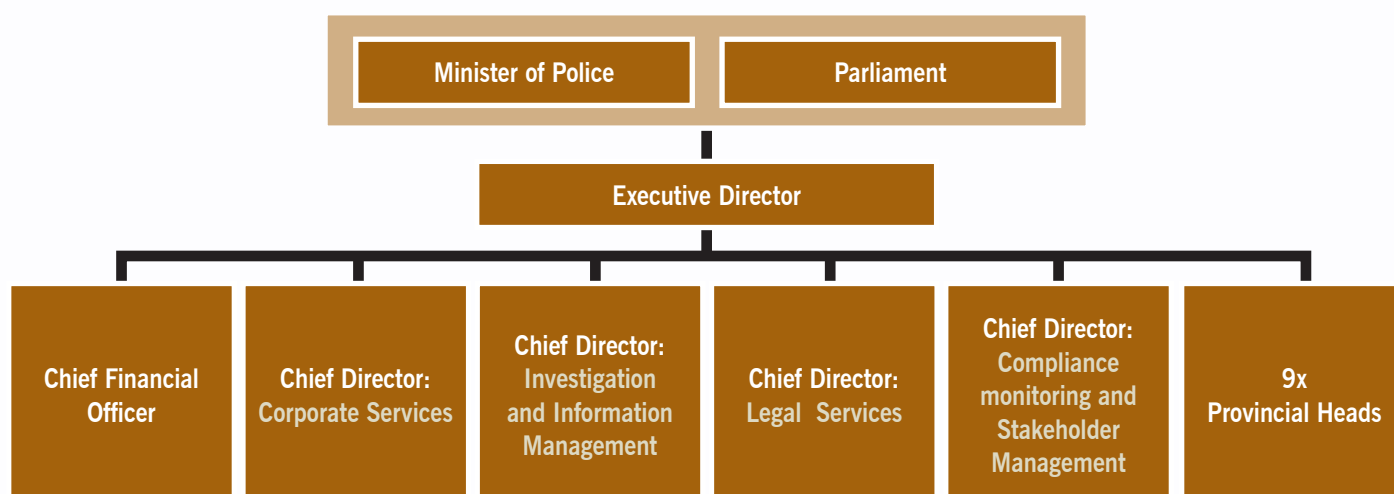
The operational independence of IPID is hugely dependent on adequate resourcing of both financial and non-financial resources to effectively implement its mandate with independence as a core value. At the core is the need for IPID to have its own capacity to fully investigate cases including technical support, forensic and ballistic experts. However due to limited resources, the Department still relies on SAPS and other state organs for this expertise which may compromise integrity of investigation.



2. South African Police Service (SAPS): Annual Report 2017/2018, p.30

## Organisational Structure

The structure of IPID is as follows:



## 2. REVISIONS TO LEGISLATIVE AND OTHER MANDATES

In the watershed Constitutional Court judgement (McBride v Minister of Police and Another (CCT255/15) ZACC 30; 2016 (2) SACR 585 (CC); 2016 (11) BCLR 1398 (6 September 2016) the legislature was given 24 months to amend the IPID Act in order to cure the defects in the Act. The amendments were effected in line with the judgment that further reinforced IPID's structural and operational independence.

The amended IPID Bill has gone through the National Assembly processes and is currently before the National Council of Provinces (NCOP) for processing and finalisation. Tandem to this process, the National Assembly approached the Constitutional Court for extension of the 24-month period of amendment; however, there has not been a respond from the Constitutional Court.

## 3. OVERVIEW OF 2018/19 BUDGET AND MEDIUM-TERM EXPENDITURE FRAMEWORK (MTEF) ESTIMATES

### 3.1. Expenditure estimates: 2019/2020- 2021/22

Vote expenditure estimates by programme and economic classification								
Programmes								
1. Administration								
2. Investigation and Information Management								
3. Legal and Investigation Advisory Services								
4. Compliance Monitoring and Stakeholder Management								
Programme	Revised estimate	Average growth rate (%)	Average: Expenditure/ Total (%)	Medium-term expenditure estimate			Average growth rate (%)	Average: Expenditure/ Total (%)
R million	2018/19	2015/16 - 2018/19		2019/20	2020/21	2021/22	2018/19 - 2021/22	
Programme 1	102.4	11.4%	31.2%	107.6	113.4	120.8	5.7%	31.9%
Programme 2	194.5	8.8%	63.3%	206.0	221.2	234.3	6.4%	61.5%
Programme 3	5.8	1.9%	2.1%	7.5	8.0	8.6	14.1%	2.2%
Programme 4	12.4	40.5%	3.4%	15.6	16.7	17.9	12.9%	4.5%
<b>Total</b>	<b>315.1</b>	<b>10.3%</b>	<b>100.0%</b>	<b>336.7</b>	<b>359.4</b>	<b>381.6</b>	<b>6.6%</b>	<b>100.0%</b>
Change to 2018 Budget estimate				-	-	-		
<b>Economic classification</b>								

Programme	Revised estimate	Average growth rate (%)	Average: Expenditure/ Total (%)	Medium-term expenditure estimate			Average growth rate (%)	Average: Expenditure/ Total (%)
<b>Current payments</b>	<b>306.7</b>	<b>9.8%</b>	<b>98.6%</b>	<b>330.5</b>	<b>353.1</b>	<b>375.1</b>	<b>6.9%</b>	<b>98.0%</b>
Compensation of employees	197.4	7.3%	65.5%	228.8	246.5	262.6	10.0%	67.2%
Goods and services	109.4	14.8%	33.2%	101.7	106.5	112.5	0.9%	30.9%
<b>Transfers and subsidies</b>	<b>0.8</b>	<b>13.7%</b>	<b>0.4%</b>	<b>0.8</b>	<b>0.8</b>	<b>0.9</b>	<b>4.2%</b>	<b>0.2%</b>
Departmental agencies and accounts	0.7	23.9%	0.2%	0.8	0.8	0.9	7.7%	0.2%
Households	0.1	-22.7%	0.2%	–	–	–	-100.0%	0.0%
<b>Payments for capital assets</b>	<b>7.6</b>	<b>47.5%</b>	<b>1.0%</b>	<b>5.4</b>	<b>5.5</b>	<b>5.7</b>	<b>-9.3%</b>	<b>1.7%</b>
Machinery and equipment	7.6	47.5%	1.0%	5.4	5.5	5.7	-9.3%	1.7%
<b>Payments for financial assets</b>	<b>0.0</b>	<b>–</b>	<b>0.0%</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>-100.0%</b>	<b>0.0%</b>
<b>Total</b>	<b>315.1</b>	<b>10.3%</b>	<b>100.0%</b>	<b>336.7</b>	<b>359.4</b>	<b>381.6</b>	<b>6.6%</b>	<b>100.0%</b>

### 3.2. Relating Expenditure trends to Strategic Outcome-Oriented Goals

Chapter 12 of the National Development Plan calls for building safer communities in South Africa. This is given expression by Outcome 3 “all people in South Africa are and feel safe” of government’s 2014-2019 Medium-Term Strategic Framework. The work of the Independent Police Investigative Directorate is directly aligned with this Outcome as the Department seeks to ensure that all people in South Africa live safely in a society free of corruption, and with an independent and fair criminal justice system. Over the medium-term, the Department will focus on investigating serious and priority crimes outlined in section 28 of the Independent Police Investigative Directorate Act (2011), and providing the necessary tools of trade for investigators through the strategic reprioritisation of funds.

Due to the nature of IPID’s business which is labour intensive, Compensation of Employees (CoE) is the Department’s largest cost driver, accounting for a projected 67.2 per cent (R935.3 million) of its total budget over the MTEF period. Spending on CoE is expected to increase at an average annual rate of 10 per cent, from R197.4 million in 2018/19 to R262.6 million in 2021/22. This increase is due to cost of living adjustments and the filling of 11 funded vacant posts for investigators by the end of 2018/19.

#### Investigating serious and priority crimes

Serious and priority crimes include, but are not limited to, corruption, systemic corruption, death as a result of police action, death while in police custody, rape by a police officer whether on or off duty, and rape while in police custody. The need for improved oversight by the Department on the South African Police Service was underscored by the increase in cases of corruption reported to the directorate between 2015/16 and 2017/18. During this

period, the Department received 511 cases of corruption for investigation, of which 252 were decision ready by the end of 2017/18 and handed over to the South African Police Service and the National Prosecuting Authority for further processing. Based on historic performance the Department expects to have 180 decision ready cases over the medium-term.

Investigations of senior police officials are often met with resistance, including counter-litigation which increases the Department’s legal costs and places pressure on its operational capacity. Due to limited personnel capacity in the Legal and Investigation Advisory Services Programme, the Department makes use of private attorneys to assist with all litigation cases. In order to curb the use of private attorneys, the Department has gone out on a tender to appoint a Panel of Attorneys. The Department’s overall expenditure on legal services is expected to increase at an average annual rate of 2.1 per cent, from R5 million in 2018/19 to R5.3 million in 2021/22 due to the volume of cases being investigated.

In 2017/18, deaths in police custody and as a result of police action constituted 11.3 per cent (637 out of 5 651) of the total number of cases reported to the Department. Of these, 275 were decision ready and forwarded to the National Prosecuting Authority and the South African Police Service for further processing. Over the medium term, the Department plans to ensure that at least 450 cases of deaths while in police custody and 390 cases of deaths as a result of police action are decision ready. To achieve these targets, the Department will strengthen its investigative capacity by filling all 11 vacant funded investigator positions in the Investigation and Information Management programme by the end of the first quarter of 2019/20 financial year, resulting in an increase of 9.3 per cent (R588.5 million) in spending on compensation of employees in the programme over the MTEF period.

## Providing the necessary tools of trade

Over the MTEF period, the Department will continue to strengthen its capacity to investigate cases of serious and priority crimes allegedly committed by members of the police service. To this end, the Department will ensure that investigators have the necessary tools of trade to effectively perform their duties by procuring investigative and transport equipment.

In this regard, the Department has reprioritised R7.6 million over the MTEF period from spending on travel and subsistence, and other machinery and equipment in Programme 1: Administration to spending on minor assets and transport equipment in Programme 2: Investigation and Information Management.

This will enable the procurement of 30 vehicles and investigation equipment (specialised cameras and recording equipment) over the medium term. Procuring vehicles rather than renting them is expected to result in cost efficiencies on fuel and maintenance, and yield projected savings of R2.9 million over the MTEF period. The reprioritised funds are derived from closing down five satellite offices in Eastern Cape, Northern Cape, Free State, KwaZulu-Natal and North West; as the Department could no longer sustain their operational costs. A total of 15 personnel who were located in these offices were redeployed to the respective provincial offices. As such, performance targets for all cases related to investigation remain constant over the medium term.





## **PART B: PROGRAMMES & SUB-PROGRAMME PLANS**

**IPID Crime Scene Vehicle**

To effectively and efficiently deliver on our mandate, our activities and priorities are organized according to the following budget programmes:

Programme 1: Administration

Programme 2: Investigation and Information Management

Programme 3: Legal and Investigation Advisory Services

Programme 4: Compliance Monitoring and Stakeholder Management

## 4. PROGRAMME 1: ADMINISTRATION

Programme 1 activities are guided by the following key legislative framework; Public Finance Management Act (PFMA), Preferential Procurement Policy Framework Act (PPPFA), Treasury Regulations, Public Service Act (PSA), Public Service Regulations (PSR), Labour Relations Act, Skills Development Act, Employment Equity Act, Basic Conditions of Employment Act, Government Immovable Asset Management Act (GIAMA), National Archives Act, Minimum Information Security Standards (MISS), Public Administration Management Act (PAMA), Promotion of Access to Information Act (PAIA) and etc.

### 4.1. Purpose

Provide strategic leadership, management and support services to the Department. The Programme consists of the following five sub-programmes:

#### 4.1.1. Departmental Management

This Sub-programme provides strategic leadership, overall and management and strategic reporting to the Directorate and ensures overall compliance with all relevant prescripts through the following components:

- **Executive Support:** Provides strategic support to the Executive Director of the IPID. It also provides administrative, logistical and secretariat services and coordination of activities in the Office of the Executive Director.
- **Corporate Governance:** Provides risk and ethics management services and ensures compliance with laws, regulations and other prescripts.
- **Strategy and Performance Monitoring:** Responsible for implementing effective organisational strategic planning, performance monitoring and reporting processes in line with relevant legislations. It also conducts evaluation to improve department's performance.
- **Vetting Services:** Provides pre-employment screening as well as information gathering for existing employees in order to obtain security clearances in line with the IPID Act.
- **Labour Relations:** Manages labour related issues by coordinating orderly collective bargaining and effective resolution of employee labour disputes.
- **Security Management:** Provides Security Management Services by developing and supporting the implementation of security policies, systems and procedures. It provides access security, information security and physical security and monitors the implementation of information technology

policies based on Minimum Information Security Standards, Minimum Physical Security Standards and the Occupational Health and Safety Act.

#### 4.1.2. Internal Audit

This Sub-programme provides assurance and consulting services by conducting risk based audit reviews and performing ad-hoc requests.

#### 4.1.3. Finance Services

This Sub-programme ensures the establishment and implementation of strategic finance pertaining to sound financial management, accounting, procurement, provisioning and related internal controls in compliance with relevant legislative requirements. The sub-programme consists of the following components:

- **Office of the Chief Financial Officer:** Provides strategic support to the Executive Director and core service delivery Programmes, pertaining to finance services of the Department. The Component provides effective leadership and ensures the establishment and implementation of strategic finance, for the achievement of departmental objectives. This Component provides leadership to the Finance, Supply Chain Management (SCM) and Asset Management components. This component also provides strategic support in the implementation of relevant IPID Act financial management imperatives.
- **Finance:** Provides for the establishment and implementation of sound financial management, expenditure and budgetary management, accounting services, cash-flow management, financial reporting and related internal control systems in compliance with relevant legislative requirements. It also assists the Executive Director in implementing the legislative imperatives as provided for in section 7(1)(a), section 7(1)(b); section 31(1)(a) and section 32(2)(a) of the IPID Act. It provides critical finance support to all service delivery units within the department for the achievement of departmental objectives.
- **Supply-Chain and Asset Management:** Provides for the establishment and implementation of provisioning, procurement, asset management and related internal control systems, in compliance with relevant legislative requirements. It provides critical supply-chain and asset management services to the Department and renders efficient provisioning services which contribute towards the attainment of departmental objectives.

#### 4.1.4. Corporate Services

This Sub-programme provides support services to the Department as a whole through the following components:

- **Human Resources Management and Development Services:** Provides human resources management and development services through the development of human resource policies and strategies. It ensures the alignment of the organisational

structure to the Strategic Plan. It is responsible for rendering efficient and effective human resource administration services. It promotes the optimal development and utilisation of human resources and co-ordinates the employee health and wellness programme.

- **Information Communication Technology:** Provides communication services by developing, implementing and maintaining Information Communication Technology Strategy and advisory services. It is responsible for development and implementation of a Master System Plan and Strategy for Information System Security. It develops, manages and co-ordinates website, intranet and integrated ICT infrastructure. It also provides Business Continuity services.
- **Auxiliary Services:** Provides record management services, manage fleet services, render switchboard services, render messenger services and oversee the rendering of cleaning services. It also provides overall services related to activities and costs of office accommodation for the Department as a whole. This includes managing Service Level Agreement with Department of Public Works regarding the renting of new property and maintenance of existing property.

#### 4.1.5. Office Accommodation

This Sub-programme houses the devolved funds which are appropriated for office accommodation and related costs. The Auxiliary Services component performs the management of IPID facilities.

#### 4.2. Strategic Objectives and Annual Targets for 2019/2020 to 2021/22

The following table outlines the output targets for the budget year and over the MTEF period for the strategic objective.

Strategic Objective	Strategic Indicator	Strategic Plan Target	Audited/Actual Performance			Estimated Performance	Medium-Term Targets		
			2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
A capable workforce	Number of strategic training areas undertaken as per IPID's Training Plan	28	New Indicator	7	13	7	7	7	7

#### 4.3. Programme Performance Indicators and Annual Targets for 2019/2020 to 2021/2022

The following table sets out the Programme Performance Indicators and output targets for MTEF period:

Programme Performance Indicator	Audited/Actual Performance			Estimated Performance	Medium-Term Targets		
	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
Percentage vacancy rate per year	9.42%	11%	7%	< 10%	<10%	<10%	<10%
Percentage implementation of annual Internal Audit Plan per year	New Indicator	70%	74%	80%	80%	90%	100%
Percentage implementation of risk mitigation strategies per year	New Indicator	New Indicator	New Indicator	40%	50%	60%	60%
Number of evaluations conducted per year	New Indicator	New Indicator	New Indicator	Approved Evaluation Plan	1	1	1
Obtain positive audit outcome	New Indicator	New Indicator	New Indicator	New Indicator	Unqualified audit opinion	Unqualified audit opinion	Clean audit opinion
Percentage implementation of ICT Infrastructure Plan	New Indicator	New Indicator	New Indicator	New Indicator	80%	90%	100%

#### 4.4. Quarterly Targets for 2019/2020

The following table sets out the Quarterly Targets for the Programme Performance Indicators identified above.

Programme Performance Indicator	Reporting period	Annual target	Quarterly targets			
			1st	2nd	3rd	4th
Percentage vacancy rate per year	Annually	<10%	-	-	-	<10%
Percentage implementation of annual Internal Audit Plan per year	Annually	80%	-	-	-	80%
Percentage implementation of risk mitigation strategies per year	Annually	50%	-	-	-	50%
Number of evaluations conducted per year	Annually	1	-	-	-	1
Obtain positive audit outcome	Annually	Unqualified audit opinion	-	-	-	Unqualified audit opinion
Percentage implementation of ICT Infrastructure Plan	Annually	80%	-	-	-	80%

#### 4.5. Reconciling Performance Targets with the Budget and MTEF

**Table 20.9 Administration expenditure trends and estimates by sub-programme and economic classification**

Subprogramme	Audited outcome			Adjusted appropriation	Average growth rate	Average: Expenditure/Total	Medium-term expenditure estimate			Average growth rate	Average: Expenditure/Total
					(%)	(%)				(%)	(%)
R million	2015/16	2016/17	2017/18	2018/19	2015/16 - 2018/19		2019/20	2020/21	2021/22	2018/19 - 2021/22	
Department Management	11 004	13 168	12 352	18 261	18.4%	16.8%	22 664	23 382	25 343	11.5%	20.2%
Corporate Services	29 927	27 369	33 769	44 063	13.8%	41.3%	41 996	44 353	47 007	2.2%	39.9%
Office Accommodation	10 634	11 207	11 768	12 450	5.4%	14.1%	13 147	13 870	14 633	5.5%	12.2%
Internal Audit	3 614	3 913	3 927	4 779	9.8%	5.0%	5 066	5 449	5 796	6.6%	4.7%
Finance Services	16 348	16 717	18 729	22 864	11.7%	22.8%	24 698	26 366	28 029	7.0%	23.0%
<b>Total</b>	<b>71 563</b>	<b>72 374</b>	<b>80 545</b>	<b>102 417</b>	<b>12.7%</b>	<b>100.0%</b>	<b>107 571</b>	<b>113 420</b>	<b>120 808</b>	<b>5.7%</b>	<b>100.0%</b>
Change to 2018				–			(4 119)	(5 738)	(5 605)		
Budget estimate											

Economic classification											
<b>Current payments</b>	<b>70 455</b>	<b>71 405</b>	<b>79 978</b>	<b>97 289</b>	<b>11.4%</b>	<b>97.6%</b>	<b>103 711</b>	<b>109 484</b>	<b>116 856</b>	<b>6.3%</b>	<b>96.2%</b>
Compensation of employees	40 294	45 109	43 172	55 107	11.0%	56.2%	65 668	69 583	74 713	10.7%	59.7%
Goods and services <sup>1</sup>	30 161	26 296	38 806	42 182	11.8%	41.4%	38 043	39 901	42 143	–%	36.5%
of which:											
Audit costs: External	3 396	2 174	5 172	5 000	13.8%	4.8%	3 393	3 443	3 630	–10.1%	3.5%
Communication	1 825	1 469	1 188	1 413	–8.2%	1.8%	1 453	1 545	1 629	4.9%	1.4%
Computer services	2 845	3 356	4 578	6 866	34.1%	5.4%	5 592	5 887	6 212	–3.3%	5.5%
Operating leases	12 218	9 669	14 297	14 138	5.0%	15.4%	16 059	16 934	17 863	8.1%	14.6%
Property payments	4 115	4 435	6 487	6 651	17.4%	6.6%	4 039	4 258	4 493	–12.3%	4.4%
Travel and subsistence	2 964	2 479	1 578	1 951	–13.0%	2.7%	2 164	2 266	2 211	4.3%	1.9%
<b>Transfers and subsidies<sup>1</sup></b>	<b>456</b>	<b>829</b>	<b>560</b>	<b>643</b>	<b>12.1%</b>	<b>0.8%</b>	<b>688</b>	<b>742</b>	<b>789</b>	<b>7.1%</b>	<b>0.6%</b>

Departmental agencies and accounts	364	537	560	639	20.6%	0.6%	688	742	789	7.3%	0.6%
Households	92	292	–	4	-64.8%	0.1%	–	–	–	-100.0%	–
<b>Payments for capital assets</b>	<b>650</b>	<b>128</b>	<b>7</b>	<b>4 485</b>	<b>90.4%</b>	<b>1.6%</b>	<b>3 172</b>	<b>3 194</b>	<b>3 163</b>	<b>-11.0%</b>	<b>3.2%</b>
Machinery and equipment	650	128	7	4 485	90.4%	1.6%	3 172	3 194	3 163	-11.0%	3.2%
<b>Payments for financial assets</b>	<b>2</b>	<b>12</b>	<b>–</b>	<b>–</b>	<b>-100.0%</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>
<b>Total</b>	<b>71 563</b>	<b>72 374</b>	<b>80 545</b>	<b>102 417</b>	<b>12.7%</b>	<b>100.0%</b>	<b>107 571</b>	<b>113 420</b>	<b>120 808</b>	<b>5.7%</b>	<b>100.0%</b>
<b>Proportion of total programme expenditure to vote expenditure</b>	<b>30.6%</b>	<b>29.9%</b>	<b>31.5%</b>	<b>32.5%</b>	<b>–</b>	<b>–</b>	<b>32.0%</b>	<b>31.6%</b>	<b>31.7%</b>	<b>–</b>	<b>–</b>

<b>Details of transfers and subsidies</b>											
<b>Households</b>											
<b>Social benefits</b>	<b>79</b>	<b>19</b>									
<b>Current</b>			-	-	-	-100.0%	-	-	-	-	-
<b>Employee Social Benefits</b>	<b>79</b>	<b>19</b>	-	-	-	-100.0%	-	-	-	-	-
<b>Departmental agencies and accounts</b>											
<b>Departmental agencies (non-business entities)</b>											
<b>Current</b>	<b>364</b>	<b>537</b>	<b>560</b>	<b>639</b>	<b>20.6%</b>	<b>0.6%</b>	<b>688</b>	<b>742</b>	<b>789</b>	<b>7.3%</b>	<b>0.6%</b>
Safety and Security	364	537	558	637	20.5%	0.6%	686	740	787	7.3%	0.6%
Sector Education and Training Authority											
Communication	-	-	2	2	-	-	2	2	2	-	-
<b>Households</b>											
<b>Other transfers to households</b>											
<b>Current</b>	<b>13</b>	<b>273</b>	<b>-</b>	<b>4</b>	<b>-32.5%</b>	<b>0.1%</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-100.0%</b>	<b>-</b>
Employee Social Benefits	13	273	-	4	-32.5%	0.1%	-	-	-	-100.0%	-

#### 4.6. Relating expenditure trends to Strategic Outcome-Oriented Goals and Performance Indicators

The Department will continue to utilise the additional allocation received from SAPS for strengthening of the internal control systems in an effort to achieve a clean audit opinion by 2021/22 financial year as part of strengthening the accountability.

The Department will over medium term utilise R5 million per annum from the additional SAPS allocation to implement the ICT Infrastructure Plan to enable safe keeping of information as well as recovery of information systems from unforeseen disasters. The implementation will include an external hot recovery site, backup & storage facilities and email archiving solution. The ICT security systems that will also enhance IPID's information security include modern firewalls, intrusion detection & prevention systems, and encryption of mobile devices was also highlighted as the weakness that requires an urgent attention.

The implementation plan will cover the infrastructure revamp and upgrades which includes an enhancement of the information security systems and disaster recovery. Business enabling platforms such as Microsoft SharePoint and Exchange are also part of ICT Plan.

## 5. PROGRAMME 2: INVESTIGATION AND INFORMATION MANAGEMENT

### 5.1. Purpose

Coordinate and facilitate the Department 's investigation processes through the development of policy and strategic frameworks that guide and report on investigations. The programme consists of the following three sub-programmes:

#### 5.1.1. Investigation Management

This sub-programme develops and maintains investigation systems, procedures, norms, standards and policies in line with the IPID Act (2011) and other relevant prescripts.

#### 5.1.2 Investigation Services

This Sub-programme manages and conducts investigations in line with provisions in the IPID Act (2011)

#### 5.1.3. Information Management

This Sub-programme manages information and knowledge-management services through the development and maintenance of a Case Flow Management System and database, analyses and compiles statistical information.

### 5.2. Strategic Objectives and Annual Targets for 2019/2020 to 2021/2022

The following table outlines the output targets for the budget year and over the MTEF period for the strategic objective.

Strategic Objective	Indicator	Strategic Plan Target	Audited/Actual Performance			Estimated performance	Medium-Term Targets		
			2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
Specialised investigative capacity established	Number of investigators trained on specialised services as per the Training Plan per year	325	New indicator	73	100	75	75	75	75
Decision ready cases finalised	Percentage of decision ready cases completed from total cases received	60%	69% (7407)	49% (3449)	32% (2 934 of 9097)	45% (5347)	45% (4893)	45% (3061)	45% (3260)

### 5.3. Programme Performance Indicators and Annual Targets for 2019/2020 to 2021/2022

The following table sets out the Programme Performance Indicators and output targets for MTEF period:

Programme Performance Indicator	Audited/Actual Performance			Estimated Performance	Medium-Term Targets		
	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
Percentage of cases allocated within 72 hours of receipt of written notification per year	92% (5126)	79% (5543)	79% (4445)	79% (5332)	80% (5100)	80% (5400)	80% (4608)
Number of statistical reports generated as per Sec 9(n) of IPID Act per year	18	6	6	2	2	2	2
Number of investigations of deaths in police custody that are decision ready per year	69% (229)	46% (140)	72% (145)	150	150	150	150
Number of investigations of deaths as a result of police action that are decision ready per year	66% (470)	29% (115)	30% (130)	130	130	130	130
Number of investigations of discharge of an official firearm by a police officer that are decision ready per year	62% (959)	49% (805)	21% (145)	500	150	150	150

Programme Performance Indicator	Audited/Actual Performance			Estimated Performance	Medium-Term Targets		
	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
Number of investigations of rape by police officer that are decision ready per year	74% (130)	54% (61)	66% (69)	65	69	69	69
Number of investigations of rape while in police custody that are decision ready per year	89% (25)	25% (5)	100% (9)	10	10	10	10
Number of investigations of torture that are decision ready per year	54% (124)	36% (63)	18% (39)	60	45	45	45
Number of investigations of assault that are decision ready per year	72% (5070)	53% 2 040)	31% (1 140)	2000	2000	2000	2000
Number of investigations of corruption that are decision ready per year	57% (130)	41% (66)	45% (56)	60	60	60	60
Number of investigations of other criminal and misconduct matters referred to in section 28(1)(h) of the IPID Act that are decision ready per year	58% (180)	35% (110)	22% (33)	80	40	40	40
Number of investigations of offences referred to in section 33 of the IPID Act that are decision ready	New indicator	New indicator	New indicator	New indicator	10	10	10
Number of approved systemic corruption investigations that are decision ready per year	7	4	5	2	3	3	3
Number of all backlog decision ready cases completed per year	68%	49%	33% (1 128)	1 250	1 490	1 490	1 490
Percentage of dockets referred to the National Prosecuting Authority within 30 days of being signed off per year	84% (808)	75% (859)	92% (1 317)	90% (1300)	90% (1350)	90% (1400)	90% (1450)
Percentage of disciplinary recommendation reports referred to the South African Police Service and Municipal Police Services within 30 days of being signed off per year	89% (1149)	83% (1 026)	94% (1 732)	90% (1400)	90% (1450)	90% (1550)	90% (1650)

#### 5.4. Quarterly Targets for 2019/2020

The following table sets out the Quarterly Targets for the Programme Performance Indicators identified above.

Programme Performance Indicator	Reporting Period	Annual Target	Quarterly Targets			
			1st	2 <sup>nd</sup>	3rd	4 <sup>th</sup>
Percentage of cases allocated within 72 hours of receipt of written notification per year	Quarterly	80% (5100)	80% (1275)	80% (2550)	80% (3825)	80% (5100)
Number of statistical reports generated as per Section 9(n) of IPID Act per year	Quarterly	2	-	1	-	1
Number of investigations of deaths in police custody that are decision ready per year	Quarterly	150	20	50	110	150
Number of investigations of deaths as a result of police action that are decision ready per year	Quarterly	130	10	30	90	130

Programme Performance Indicator	Reporting Period	Annual Target	Quarterly Targets			
			1st	2 <sup>nd</sup>	3rd	4 <sup>th</sup>
Number of investigations of discharge of an official firearm by a police officer that are decision ready per year	Quarterly	150	30	90	120	150
Number of investigations of rape by police officer that are decision ready per year	Quarterly	69	5	15	45	69
Number of investigations of rape while in police custody that are decision ready per year	Quarterly	10	-	3	6	10
Number of investigations of torture that are decision ready per year	Quarterly	45	5	15	30	45
Number of investigations of assault that are decision ready per year	Quarterly	2000	300	700	1400	2000
Number of investigations of corruption that are decision ready per year	Quarterly	60	10	20	50	60
Number of investigations of other criminal and misconduct matters referred to in section 28(1) (h) of the IPID Act that are decision ready per year	Quarterly	40	5	15	30	40
Number of investigations of offences referred to in section 33 of the IPID Act that are decision ready per year	Quarterly	10	-	5	8	10
Number of approved systemic corruption investigations that are decision ready per year	Annually	3	-	-	-	3
Number of all backlog decision ready cases completed per year	Annually	1 490	-	-	-	1 490
Percentage of dockets referred to the National Prosecuting Authority within 30 days of being signed off per year	Quarterly	90% (1350)	90% (337)	90% (675)	90% (1012)	90% (1350)
Percentage of disciplinary recommendation reports referred to the South African Police Service and Municipal Police Services within 30 days of being signed off per year	Quarterly	90% (1450)	90% (362)	90% (725)	90% (1087)	90% (1450)

### 5.5. Reconciling Performance Targets with the Budget and the MTEF

Table 20.11 Investigation and Information Management expenditure trends and estimates by sub-programme and economic classification

Subprogramme	Audited outcome			Adjusted appropriation	Average growth rate (%)	Average: Expenditure/ Total (%)	Medium-term expenditure estimate			Average growth rate (%)	Average: Expenditure/ Total (%)
R million	2015/16	2016/17	2017/18	2018/19	2015/16 - 2018/19		2019/20	2020/21	2021/22	2018/19 - 2021/22	
Investigation Management	10 920	16 521	15 876	18 066	18.3%	9.3%	19 684	20 910	22 147	7.0%	9.4%
Investigation Services	137 653	135 356	141 082	171 796	7.7%	88.5%	177 564	190 611	201 863	5.5%	86.7%
Information Management	4 055	3 607	2 726	4 645	4.6%	2.3%	8 742	9 699	10 327	30.5%	3.9%
<b>Total</b>	<b>152 628</b>	<b>155 484</b>	<b>159 684</b>	<b>194 507</b>	<b>8.4%</b>	<b>100.0%</b>	<b>205 990</b>	<b>221 220</b>	<b>234 337</b>	<b>6.4%</b>	<b>100.0%</b>

Change to 2018 Budget estimate				–			5 953	7 796	7 650		
<b>Economic classification</b>											
<b>Current payments</b>	<b>150 844</b>	<b>155 175</b>	<b>159 402</b>	<b>191 269</b>	<b>8.2%</b>	<b>99.2%</b>	<b>203 702</b>	<b>218 830</b>	<b>231 745</b>	<b>6.6%</b>	<b>98.8%</b>
Compensation of employees	101 282	113 406	113 920	126 026	7.6%	68.6%	142 798	155 188	164 522	9.3%	68.7%
Goods and services <sup>1</sup>	49 562	41 769	45 482	65 243	9.6%	30.5%	60 904	63 642	67 223	1.0%	30.0%
<i>of which:</i>											
<i>Computer services</i>	2 692	5 176	3 408	2 830	1.7%	2.1%	2 900	3 171	3 467	7.0%	1.4%
<i>Legal services</i>	1 407	276	3 803	5 000	52.6%	1.6%	5 065	5 194	5 328	2.1%	2.4%
<i>Fleet services (including government motor transport)</i>	5 365	3 933	4 390	8 014	14.3%	3.3%	8 673	9 355	9 930	7.4%	4.2%
<i>Operating leases</i>	8 182	3 549	11 985	15 204	22.9%	5.9%	14 419	14 681	15 475	0.6%	7.0%
<i>Property payments</i>	5 445	5 694	8 099	10 877	25.9%	4.5%	14 604	15 020	15 619	12.8%	6.6%
<i>Travel and subsistence</i>	19 139	15 761	8 447	13 429	-11.1%	8.6%	8 146	8 759	9 395	-11.2%	4.6%
<b>Transfers and subsidies<sup>1</sup></b>	<b>167</b>	<b>69</b>	<b>282</b>	<b>135</b>	<b>-6.8%</b>	<b>0.1%</b>	<b>88</b>	<b>90</b>	<b>92</b>	<b>-12.0%</b>	<b>–</b>
Departmental agencies and accounts	1	12	8	66	304.1%	–	88	90	92	11.7%	–
Households	166	57	274	69	-25.4%	0.1%	–	–	–	-100.0%	–
<b>Payments for capital assets</b>	<b>1 617</b>	<b>158</b>	<b>–</b>	<b>3 100</b>	<b>24.2%</b>	<b>0.7%</b>	<b>2 200</b>	<b>2 300</b>	<b>2 500</b>	<b>-6.9%</b>	<b>1.2%</b>
Machinery and equipment	1 617	158	–	3 100	24.2%	0.7%	2 200	2 300	2 500	-6.9%	1.2%
<b>Payments for financial assets</b>	<b>–</b>	<b>82</b>	<b>–</b>	<b>3</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>-100.0%</b>	<b>–</b>
<b>Total</b>	<b>152 628</b>	<b>155 484</b>	<b>159 684</b>	<b>194 507</b>	<b>-</b>	<b>100.0%</b>	<b>205 990</b>	<b>221 220</b>	<b>234 337</b>	<b>-</b>	<b>100.0%</b>
<b>Proportion of total programme expenditure to vote expenditure</b>	<b>65.2%</b>	<b>64.3%</b>	<b>62.5%</b>	<b>61.7%</b>	<b>–</b>	<b>–</b>	<b>61.2%</b>	<b>61.6%</b>	<b>61.4%</b>	<b>–</b>	<b>–</b>

Details of transfers and subsidies											
Departmental agencies and accounts											
Departmental agencies (non-business entities)											
<b>Current</b>	<b>1</b>	<b>12</b>	<b>8</b>	<b>66</b>	<b>-</b>	<b>-</b>	<b>88</b>	<b>90</b>	<b>92</b>	<b>-</b>	<b>-</b>
Communication	1	12	8	66	304.1%	-	88	90	92	11.7%	-
<b>Households</b>											
<b>Other transfers to households</b>											
<b>Current</b>	<b>166</b>	<b>57</b>	<b>274</b>	<b>69</b>	<b>-</b>	<b>0.1%</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Employee Social Benefits	98	35	274	-	-	0.1%	-	-	-	-	-
Claims Against The State	68	22	-	69	-25.4%	-	-	-	-	-100.0%	-

## 5.6. Relating expenditure trends to Strategic Outcome-Oriented Goals and Performance Indicators

Over the medium term, CoE and travel and subsistence will remain the biggest cost drivers in Programme 2: Investigation and Information Management, constituting 71% and 4% of the total budget respectively. Spending on CoE will increase from R126.0 million in 2018/19 to R164.5 million in 2021/22, an average of 10% mainly to provide for inflationary adjustments.

In 2017/18, deaths in police custody and as a result of police action constituted 11.3 per cent (637 out of 5 651) of the total number of cases reported to the Department. Of these, 275 were decision ready and forwarded to the National Prosecuting Authority and the South African Police Service for further processing. Over the medium term, the Department plans to ensure that at least 450 cases of deaths while in police custody and 390 cases of deaths as a result of police action are decision ready.

The Department has reprioritised a total of R1.2 million over the medium term from closed satellite offices' operational costs to minor assets in order to provide for the strategic procurement of investigative equipment for investigators. The investigative equipment to be procured includes specialised cameras, protective clothing, recording equipment and firearms. In addition, the Department intends to procure its own fleet of vehicles for investigators and has reprioritised R7 million over the medium term for this purpose. The investigators are currently making use of rental vehicles from G-fleet, which on average have costed R3.3 million per annum between 2015/16 and 2017/18.

The procurement of vehicles for investigators will lead to a cost reduction of R2.3 million per annum over the medium term. The procurement of specialised investigative equipment and vehicles is not expected to improve performance in the short term hence the indicator targets remain constant over the medium term. However, it is expected that the procurement of vehicles will result in reduced cost for the rental of G-fleet vehicles as the Department will have its own vehicles, and that the investigators will be able to effectively execute investigations which will thus have a positive impact on performance in future.

## 6. PROGRAMME 3: LEGAL AND INVESTIGATION ADVISORY SERVICES

### 6.1. Purpose

Manage and facilitate the provision of investigation advisory services. Provide legal, civil and labour litigation services. The programme consists of the following three sub-programmes:

#### 6.1.1. Legal Support and Administration

The sub-programme manages the Directorate's legal obligations by developing and maintaining systems, procedures and standards to assist, guide and direct legal support within the Directorate.

#### 6.1.2. Litigation Advisory Services

The sub-programme coordinates civil and labour litigation, and grants policing powers. Other key activities and outputs include finalising contracts and service level agreements.

**6.1.3. Investigation Advisory Services**

The sub-programme provides support during and after investigations, provides legal advice and guidance to investigators and ensures that all cases forwarded for prosecution comply with the requirements of the prosecution.

**6.2. Strategic Objectives and Annual Targets for 2019/2020 to 2021/22**

The following table outlines the output targets for the budget year and over the MTEF period for the strategic objective.

Strategic Objective	Strategic Indicator	Strategic Plan Target	Audited/Actual Performance			Estimated Performance	Medium-Term Targets		
			2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
To provide investigation advisory services to investigators to ensure quality investigation	Percentage of legal advice provided to investigators before and after investigations	90%	75% (12)	100%	100% (7)	90% (6)	90% (6)	90% (6)	90% (96)

**6.3. Programme Performance Indicators and Annual Targets for 2019/2020 to 2021/2022**

The following table sets out the Programme Performance Indicators and output targets for MTEF period:

Programme Performance Indicator	Audited/Actual Performance			Estimated Performance	Medium-Term Targets		
	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
Percentage of legal advice provided to the department on litigation matters within 12 working days of receipt of the action or application per year	New indicator	New indicator	New indicator	New indicator	100% (6)	100% (6)	100% (6)
Percentage of written legal advice provided to the Department within 30 working days of request per year	85%	71%	10% (1)	70% (4)	70% (8)	70% (8)	70% (8)
Percentage of contracts/service level agreements finalised within 30 working days of request per year	79%	-	71% (22)	70% (10)	70% (25)	70% (25)	70% (25)
Percentage of oral legal advice provided to investigators within 24 hours of request per year	90% (6)	100% (3)	100% (2)	90% (3)	90% (2)	90% (2)	90% (2)
Percentage of written legal advice provided to investigators within 2 working days of request per year	90% (6)	100% (3)	100% (5)	90% (3)	90% (5)	90% (5)	90% (5)
Percentage of PAIA requests finalised within 30 days per year	57% (54)	91% (60)	96% (91)	100% (65)	100% (95)	100% (95)	100% (95)
Number of workshops conducted with investigators on practice notes produced per year	New indicator	New indicator	New indicator	New indicator	3	3	3

#### 6.4. Quarterly Targets for 2019/2020

The following table sets out the Quarterly Targets for the Programme Performance Indicators identified above.

Programme Performance Indicator	Reporting Period	Annual Target	Quarterly Targets			
			1st	2 <sup>nd</sup>	3rd	4 <sup>th</sup>
Percentage of legal advice provided to the department on litigation matters within 12 working days of receipt of the action or application per year	Annually	100% (6)	-	-	-	100%
Percentage of written legal advice provided to the Department within 30 working days of request per year	Annually	70% (8)	-	-	-	70%
Percentage of contracts/service level agreements finalised within 30 working days of request per year	Annually	70% (25)	-	-	-	70%
Percentage of oral legal advice provided to investigators within 24 hours of request per year	Annually	90% (2)	-	-	-	90%
Percentage of written legal advice provided to investigators within 2 working days of request per year	Annually	90% (5)	-	-	-	90%
Percentage of PAIA requests finalised within 30 days per year	Annually	100% (95)	-	-	-	100%
Number of workshops conducted with investigators on practice notes produced per year	Quarterly	3	-	1	1	1

#### 6.5. Reconciling Performance Targets with the Budget and MTEF

Table 20.13 Legal and Investigation Advisory Services expenditure trends and estimates by sub-programme and economic classification											
Sub-programme	Audited outcome				Adjusted appropriation	Average growth rate (%)	Average: Expenditure/Total (%)	Medium-term expenditure estimate			Average: Expenditure/Total (%)
R million	2015/16	2016/17	2017/18	2018/19	2015/16 - 2018/19	2019/20	2020/21	2021/22	2018/19 - 2021/22		
Legal Support and Administration	1 753	1 834	2 381	1 737	-0.3%	35.8%	1 882	1 989	2 115	6.8%	25.8%
Litigation Advisory Services	2 180	1 894	1 461	2 350	2.5%	36.7%	2 778	2 942	3 133	10.1%	37.4%
Investigation Advisory Services	1 801	1 507	892	1 708	-1.7%	27.5%	2 853	3 117	3 365	25.4%	36.8%
<b>Total</b>	<b>5 734</b>	<b>5 235</b>	<b>4 734</b>	<b>5 796</b>	<b>0.4%</b>	<b>100.0%</b>	<b>7 513</b>	<b>8 048</b>	<b>8 613</b>	<b>14.1%</b>	<b>100.0%</b>
Change to 2018 Budget estimate				-			(198)	(248)	(216)		

Economic classification											
Current payments	5 708	4 962	4 462	5 796	0.5%	97.3%	7 513	8 048	8 613	14.1%	100.0%
Compensation of employees	4 427	3 618	3 144	5 216	5.6%	76.3%	6 903	7 396	7 925	15.0%	91.6%

Goods and services <sup>1</sup>	1 281	1 344	1 318	579	-23.2%	21.0%	610	652	688	5.9%	8.4%
of which:											
Administrative fees	9	9	7	8	-4.5%	0.2%	14	14	14	21.3%	0.2%
Communication	37	96	50	105	41.6%	1.3%	79	85	98	-2.3%	1.2%
Consumable supplies	9	6	3	10	2.1%	0.1%	7	9	8	-5.8%	0.1%
Consumables: Stationery, printing and office supplies	9	–	23	44	69.2%	0.4%	88	97	106	34.5%	1.1%
Travel and subsistence	298	410	147	308	1.1%	5.4%	330	349	361	5.4%	4.5%
Training and development	11	–	49	83	96.4%	0.7%	87	94	100	6.3%	1.2%
Transfers and subsidies <sup>1</sup>	–	273	272	–	–	2.5%	–	–	–	–	–
Households	–	273	272	–	–	2.5%	–	–	–	–	–
Payments for capital assets	26	–	–	–	-100.0%	0.1%	–	–	–	–	–
Machinery and equipment	26	–	–	–	-100.0%	0.1%	–	–	–	–	–
<b>Total</b>	<b>5 734</b>	<b>5 235</b>	<b>4 734</b>	<b>5 796</b>	<b>-</b>	<b>100.0%</b>	<b>7 513</b>	<b>8 048</b>	<b>8 613</b>	<b>-</b>	<b>100.0%</b>
Proportion of total programme expenditure to vote expenditure	2.4%	2.2%	1.9%	1.8%	–	–	2.2%	2.2%	2.3%	–	–
<b>Details of transfers and subsidies</b>											
Households											
Other transfers to households	–	273	272	–	–	2.5%	–	–	–	–	–
Current											
Claims Against The State	–	273	272	–	–	2.5%	–	–	–	–	–

## 6.6. Relating expenditure trends to Strategic Outcome-Oriented Goals and Performance Indicators

Investigations of senior police officials are often met with resistance, including counter-litigation, which increases the directorate's legal costs and places pressure on its operational capacity. Due to limited personnel capacity in the Legal and Investigation Advisory Services Programme, the Department makes use of private attorneys to assist with all litigation cases. In order to curb the use of private attorneys, the Department has gone out on a tender to appoint a Panel of Attorneys.

As a result, and due to the volume of cases being investigated, the Department's overall expenditure on legal services in the Investigation and Information Management programme is expected to increase at an average annual rate of 2.1 per cent, from R5 million in 2018/19 to R5.3 million in 2021/22.

## 7. PROGRAMME 4: COMPLIANCE MONITORING AND STAKEHOLDER MANAGEMENT

### 7.1. Purpose

Safeguard the principles of cooperative governance and stakeholder relations. Monitor and evaluate the relevance and appropriateness of recommendations made to the South African Police Service and Municipal Police Services in terms of the Independent Police Investigative Directorate Act, 2011. The programme consists of the following two sub-programmes:

#### 7.1.1 Compliance Monitoring

The Sub-programme monitors and evaluates the quality of recommendations made and responses received from on such recommendations from the South African Police Service, Municipal Police Services and National Prosecuting Authority in compliance with the reporting obligations in terms of the IPID Act, 2011.

#### 7.1.2 Stakeholder Management

The Sub-programme manages relations and liaises with the Directorate's key stakeholders such as the South African Police Service, Municipal Police Services, Civilian Secretariat for Police, National Prosecuting Authority, the Special Investigating Unit, the Public Protector of South Africa, the State Security Agency and civil society organisations, in line with the requirements of the IPID Act.

### 7.2. Strategic Objective Annual Targets for 2019/2020 to 2021/2022

The following table outlines the output targets for the budget year and over the MTEF period for the strategic objective.

Strategic Objective	Indicator	Strategic Plan Target	Audited/Actual Performance			Estimated Performance	Medium-Term Targets		
			2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
An Integrated Communication and Stakeholder Engagement Strategy	Percentage implementation of the Integrated Communication and Stakeholder Engagement Strategy	90%	New Indicator	Draft Integrated Communication and Stakeholder Engagement Strategy	53% (13)	90%	90% (22)	90% (22)	90% (22)

### 7.3. Programme Performance Indicators and Annual Targets for 2019/2020 to 2021/2022

The following table sets out the Programme Performance Indicators and Annual Targets for the MTEF period:

Programme Performance Indicator	Audited/Actual Performance			Estimated Performance	Medium-Term Targets		
	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
Number of community outreach events conducted per year	244	98	127	80	40	40	40
Number of formal engagements held with key stakeholders per year	142	134	186	128	136	136	136
Number of disciplinary recommendations referred to SAPS and MPS that are analysed per year	New indicator	New indicator	New indicator	1000	1100	1100	1100
Number of criminal referrals forwarded to NPA that are analysed per year	New indicator	New indicator	New indicator	748	748	800	800
Percentage of responses from SAPS and MPS that are analysed per year	New indicator	New indicator	New indicator	50%	70% (1260)	70% (1260)	70% (1260)
Percentage of responses from the NPA that are analysed per year	New indicator	New indicator	New indicator	50%	70% (840)	70% (840)	70% (840)
Number of case docket inspections conducted per year	New indicator	New indicator	New indicator	New indicator	5	5	5

**7.3. Programme Performance Indicators and Quarterly Targets for 2019/2020**

The following table sets out the quarterly targets for the Programme Performance Indicators identified above:

Programme Performance Indicator	Reporting Period	Annual Target	Quarterly Targets			
			1st	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>
Number of community outreach events conducted per year	Quarterly	40	10	20	30	40
Number of formal engagements held with key stakeholders per year	Quarterly	136	34	68	102	136
Number of disciplinary recommendations referred to SAPS and MPS that are analysed per year	Quarterly	1100	275	550	825	1100
Number of criminal referrals forwarded to NPA that are analysed per year	Quarterly	748	187	374	561	748
Percentage of responses from SAPS and MPS that are analysed per year	Quarterly	70% (1260)	70% (315)	70% (630)	70% (945)	70% (1260)
Percentage of responses from the NPA that are analysed per year	Quarterly	70% (840)	70% (210)	70% (420)	70% (630)	70% (840)
Number of case docket inspections conducted per year	Quarterly	5	-	2	2	1

**7.4. Reconciling performance targets with the Budget and MTEF****Table 20.15 Compliance Monitoring and Stakeholder Management expenditure trends and estimates by sub-programme and economic classification**

Subprogramme	Audited outcome			Adjusted appropriation	Average growth rate (%)	Average: Expenditure/Total (%)	Medium-term expenditure estimate			Average growth rate (%)	Average: Expenditure/Total (%)
R million	2015/16	2016/17	2017/18	2018/19	2015/16 - 2018/19		2019/20	2020/21	2021/22	2018/19 - 2021/22	
Compliance Monitoring	4 115	4 139	5 876	7 366	21.4%	60.3%	10 227	10 904	11 695	16.7%	64.3%
Stakeholder Management	117	4 499	4 496	5 028	250.3%	39.7%	5 351	5 791	6 162	7.0%	35.7%
<b>Total</b>	<b>4 232</b>	<b>8 638</b>	<b>10 372</b>	<b>12 394</b>	<b>43.1%</b>	<b>100.0%</b>	<b>15 578</b>	<b>16 695</b>	<b>17 857</b>	<b>12.9%</b>	<b>100.0%</b>
Change to 2018 Budget estimate				-			(1 636)	(1 810)	(1 829)		

Economic classification											
<b>Current payments</b>	<b>4 169</b>	<b>8 365</b>	<b>10 252</b>	<b>12 394</b>	<b>43.8%</b>	<b>98.7%</b>	<b>15 578</b>	<b>16 695</b>	<b>17 857</b>	<b>12.9%</b>	<b>100.0%</b>
Compensation of employees	3 556	7 044	8 525	11 024	45.8%	84.6%	13 389	14 379	15 413	11.8%	86.7%
Goods and services <sup>1</sup>	613	1 321	1 727	1 370	30.7%	14.1%	2 189	2 316	2 444	21.3%	13.3%
of which:											
Advertising	14	15	147	160	125.2%	0.9%	167	176	188	5.5%	1.1%
Communication	41	149	127	155	55.8%	1.3%	215	224	152	-0.6%	1.2%

Computer services	50	215	747	84	18.9%	3.1%	89	100	101	6.3%	0.6%
Consumables: Stationery, printing and office supplies	32	153	40	53	18.3%	0.8%	121	127	135	36.6%	0.7%
Travel and subsistence	377	437	388	718	24.0%	5.4%	1 338	1 437	1 597	30.5%	8.1%
Training and development	35	47	26	69	25.4%	0.5%	86	103	111	17.2%	0.6%
Transfers and subsidies <sup>1</sup>	-	273	-	-	-	0.8%	-	-	-	-	-
Households	-	273	-	-	-	0.8%	-	-	-	-	-
Payments for capital assets	63	-	120	-	-100.0%	0.5%	-	-	-	-	-
Machinery and equipment	63	-	120	-	-100.0%	0.5%	-	-	-	-	-
<b>Total</b>	<b>4 232</b>	<b>8 638</b>	<b>10 372</b>	<b>12 394</b>	<b>-</b>	<b>100.0%</b>	<b>15 578</b>	<b>16 695</b>	<b>17 857</b>	<b>-</b>	<b>100.0%</b>
Proportion of total programme expenditure to vote expenditure	1.8%	3.6%	4.1%	3.9%	-	-	4.6%	4.6%	4.7%	-	-

Details of transfers and subsidies											
<b>Households</b>											
<b>Other transfers to households</b>											
<b>Current</b>	-	273	-	-	-	0.8%	-	-	-	-	-
Claims Against The State	-	273	-	-	-	0.8%	-	-	-	-	-

## 7.5. Relating expenditure trends to Strategic Outcome-Oriented Goals and Performance Indicators

The performance targets for community outreach indicator have been reduced over medium term due to capacity constraints. The Provincial offices are utilising investigators to conduct outreach campaigns which affects their core mandate, which is investigation of allocated cases. The Department will continue to conduct the planned community outreach events within the allocated resources.

The fiscal position of the Department makes it difficult to carry out aggressive communications and stakeholder activities hence the reduction of the target. The Department will over the medium term establish and use other effective means of communication such as community radio stations and local newspapers to reach the members of community. The average expenditure in travel and subsistence is expected to grow by 8.1% over the MTEF period.



## **PART C: LINKS TO OTHER PLANS**

The Department does not have major infrastructure plans, does not administer conditional grants nor has public entities and public private partnerships.



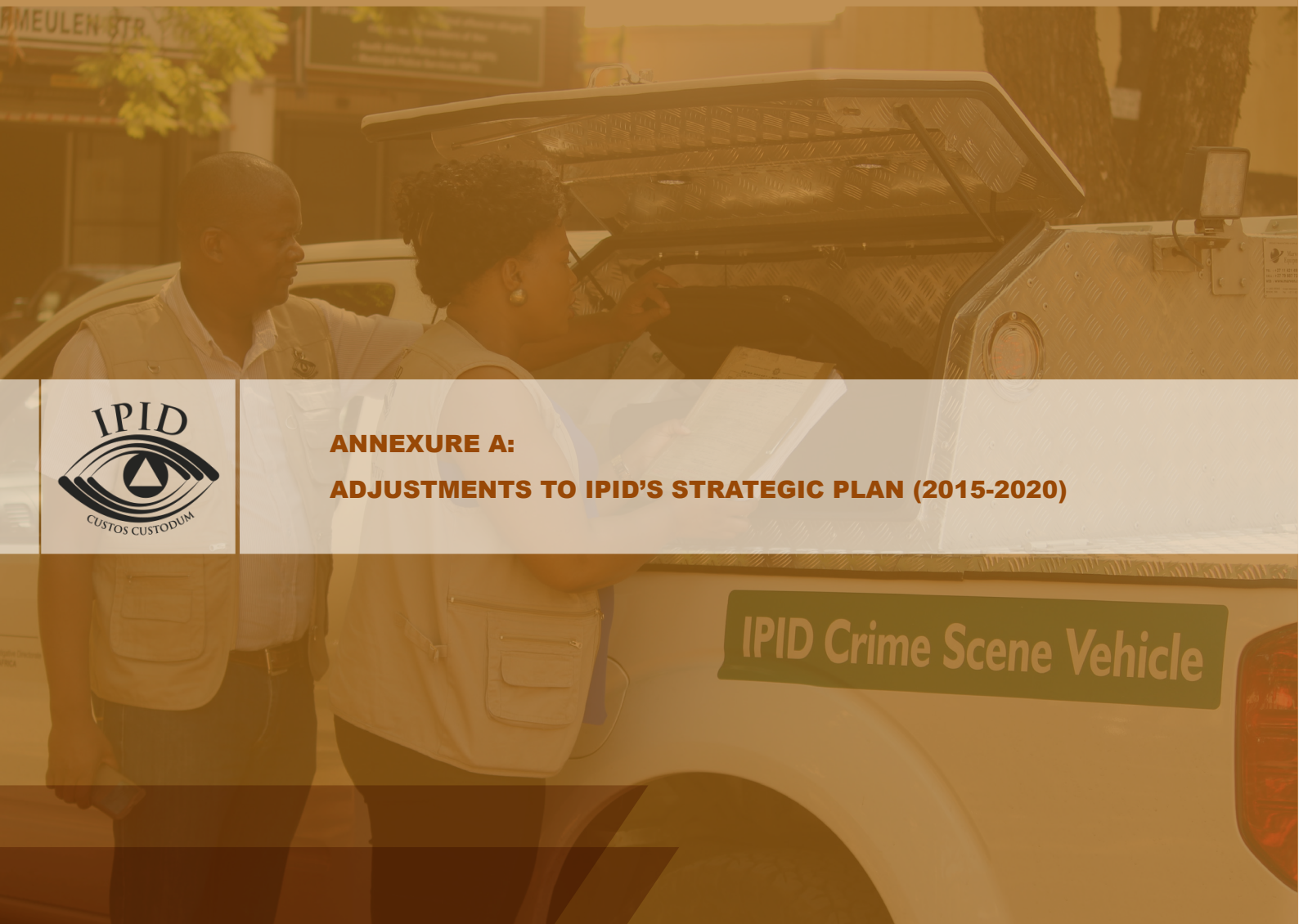
## **PART D: TECHNICAL INDICATOR DESCRIPTION TABLE**

Please refer to IPID's website ([www.ipid.gov.za](http://www.ipid.gov.za)) for full definitions of all strategic indicators and programme performance indicators.

## LIST OF ACRONYMS

ConCourt	Constitutional Court
CoE	Compensation of Employees
CSPS	Civilian Secretariat for Police Service
DPSA	Department of Public Service Administration
GIAMA	Government Immoveable Asset Management Act
ICT	Information Communication Technology
IPID	Independent Police Investigative Directorate
MISS	Minimum Information Security Standards
MOU	Memorandum of Understanding
MPS	Municipal Police Service
MTBPS	Medium Term Budget Policy Statement
MTEF	Medium Term Expenditure Framework
MTSF	Medium Term Strategic Framework
NDP	National Development Plan
NSIT	National Specialised Investigations Team
NT	National Treasury
PAIA	Promotion of Access to Information Act
PAMA	Public Administration Management Act
PFMA	Public Finance Management Act
PPPFA	Preferential Procurement Policy Framework Act
PSA	Public Service Act
PSR	Public Service Regulations
SAPS	South African Police Service
SCM	Supply Chain Management





**ANNEXURE A:**  
**ADJUSTMENTS TO IPID'S STRATEGIC PLAN (2015-2020)**

**ANNEXURE A: ADJUSTMENTS TO IPID'S STRATEGIC PLAN (2015-2020)**

The Framework for Strategic and Annual Performance Plans (2012) provides that "A Strategic Plan may be changed during the five-year period that it covers. However, such changes should be limited to revisions related to significant policy shifts or changes in the service delivery environment. The relevant institution does this by issuing an amendment to the existing plan, which may be published as an Annexure to the Annual Performance Plan, or by issuing a revised Strategic Plan". Further, the Framework further requires departments to set SMART strategic objectives that reflect the high level outputs the department would like to produce in order to achieve its outcome-oriented goals and vision.

In view of the above, the Department has made adjustments to some of its strategic objectives, strategic indicators and strategic targets. A summary of the adjustments from the 2016/17 to 2019/2020 financial year is presented as follows:

ADJUSTMENTS TO THE STRATEGIC PLAN						
Old			Changes			Justification for Adjustments
Strategic Objective	Strategic Indicator	Strategic Target	Strategic Objective	Strategic Indicator	Strategic Target	
Programme 1: Administration						
Capacity building is undertaken	Vacancy rate per year	<10%	A capable workforce <sup>6</sup>	Number of strategic training areas undertaken as per IPID’s Training Plan <sup>7</sup>	7	The ultimate outcome of undertaking capacity building is to ensure that IPID has a capable workforce that is able to deliver on its mandate. The objective will be achieved by capacitating IPID employees through a themed strategic approach to training.
Departmental Performance Management System operates optimally	Number of performance reports produced	9	-	-	-	Discontinued  The indicator for this strategic objective was not SMART enough and target was the production of performance report which was not adequate to assess whether the Department is achieving its strategic objective. Based on AG’s repeat findings as well as the recommendations of the Portfolio Committee on Police, management took a decision to replace this strategic objective with the one that aims to improve the risk maturity level of the department.
Effective risk management	Improved risk level of risk maturity	Level 5	-	-	-	Discontinued Based on management deliberations and performance dialogue with the Department Planning, Monitoring and Evaluation it was agree that the strategic objective was more operational.

## ADJUSTMENTS TO THE STRATEGIC PLAN

Old			Changes			Justification for Adjustments
Strategic Objective	Strategic Indicator	Strategic Target	Strategic Objective	Strategic Indicator	Strategic Target	
A capable workforce	Number of strategic training areas undertaken as per IPID's Training Plan	21	-	-	28	The target was reviewed to incorporate the annual target of the last year of the MTSF five-year period.
<b>Programme 2: Investigations and Information Management</b>						
Case Management System	Percentage of cases registered and allocated within 72 hours of receipt of written notification	90%	Specialised investigative capacity established <sup>11</sup>	Number of employees trained as per the Specialised Investigation Training Plan	325	Investigations are the core business of the Department. Based on the trend analysis as well as recommendations emanating from various reports (external and internal) for the need for IPID to improve on its performance regarding its core business, it becomes necessary for IPID to prioritise and strengthen its investigative capacity.
	Number of statistical reports generated on the number and type of cases investigated, recommendations made and the outcomes thereof	18 reports				
Decision ready cases finalised	Percentage of decision ready cases (finalised) per annum	58%	Decision ready cases completed	Number of decision ready cases completed from total cases received	60	To ensure the strategic objective and strategic indicator are aligned to the Standard Operating Procedure and specific in line with the SMART principle.
Recommendation reports generated and referred	Percentage of recommendation reports referred per annum	80%	-	-	-	Discontinued The indicator was duplicated at both strategic and APP Level. The referral of recommendation reports will be monitored at a Programme Performance Indicator level
<b>Programme 3: Legal Services</b>						
Legal and litigation services provided	Percentage of legal opinions provided to the Department <sup>13</sup>	90%	-	-	-	Discontinued The strategic indicator was duplicated as a strategic indicator and a programme performance indicators. It will be retained at APP level.

## ADJUSTMENTS TO THE STRATEGIC PLAN

Old			Changes			Justification for Adjustments
Strategic Objective	Strategic Indicator	Strategic Target	Strategic Objective	Strategic Indicator	Strategic Target	
Investigation advisory services are undertaken	Percentage of legal advice provided to investigators	90%	To provide investigation advisory services to investigators to ensure quality investigation <sup>14</sup>	Percentage of legal advice provided to investigators before and after investigations	-	The strategic objective and strategic indicator were reviewed to ensure that they are specific and relevant to the programme's purpose. However, they still measure the same object.

## Programme 4 Compliance Monitoring and Stakeholder Management

Quality Assurance of Recommendations Report	Number of reports on the evaluation of the quality of IPID recommendations per year	4	Ensure an Integrated Communication and Stakeholder Engagement Strategy	Percentage implementation of the Integrated Communication and Stakeholder Engagement Strategy	90%	At the core of IPID's legislative mandate is the need to conduct " <b>investigations</b> " and " <b>engagements</b> " with relevant stakeholders to address the outcomes of the investigations as contemplated in Section 9 read with Section 15, 21 (g) and 30 of the IPID Act No. 1 of 2011. Based on management discussion it became evident that the Department must prioritise its approach and mechanisms to fulfilling the above-mentioned sections of the Act as they have a bearing on IPID's overall performance. It is in this regard that the implementation of an integrated strategy on stakeholder engagement and communication has been prioritised in order to assist the IPID to improve on its performance.
Compliance Monitoring of Responses to Recommendations	Number of submitted reports on the responsiveness of SAPS/MPS/NPA on IPID recommendations per year	4				
Public Awareness Campaigns	Number of community outreach events conducted per year	216				
Stakeholder Management	Number of formal engagements conducted with key stakeholders per year	120				



INVESTIGATION



**ANNEXURE B:  
UPDATED STRATEGIC RISK REGISTER FOR 2019/2020)**

**IPID Crime Scene Vehicle**

**ANNEXURE B: UPDATED STRATEGIC RISK REGISTER FOR 2019/2020**

	Risk Title	Risk Description	Contributing Factors	Risk Owner	Risk Residual Rating	Mitigation Strategies/Response Action
1.	<b>Counter Investigations by SAPS</b>	The mandate of IPID is to investigate cases and finalise them efficiently and on time. Cases might not be finalised as per the set objectives due to the counter investigations that sets to interfere with the investigations by IPID.	<ul style="list-style-type: none"> <li>- Interferences on IPID investigations</li> <li>- Counter litigations against IPID officials</li> </ul>	<p>Programme Manager: Investigation and Information Management</p> <p>Programme Manager: Legal Services</p>	<b>High Risk</b>	<ul style="list-style-type: none"> <li>- Engagement with Ministry of Police and Senior Management of SAPS to manage counter investigations</li> <li>- Court interdicts launched to stop the counter investigations</li> <li>- Adequate resourcing of human capacity and litigation budget to address the legal implications</li> </ul>
2.	<b>Infiltration of IPID investigations by SAPS</b>	IPID investigates criminal cases against SAPS police officials as per S28 of the IPID Act. Possible Infiltration by SAPS officials in the investigations conducted by IPID to derail the process poses a risk on the IPID ability to achieve its mandate	<ul style="list-style-type: none"> <li>- Possible collusion with IPID Investigators and SAPS officials</li> <li>- Possible threats to harm IPID investigators</li> <li>- Bribery offered to IPID investigators</li> </ul>	Programme Manager: Investigation and Information Management	<b>High Risk</b>	<ul style="list-style-type: none"> <li>- Launch litigations against members of SAPS on interference of IPID investigations</li> <li>- Engagement with Ministry of Police and Senior Management of SAPS to manage infiltration</li> <li>- Liaise with other relevant security cluster department to solicitate assistance with regard to protection of investigators;</li> <li>- Issue protective equipment to investigators to protect themselves from any possible dangerous situations they may encounter.</li> <li>- Facilitate defensive tactical training for investigators for them to be able to protect themselves against any threat or harm they encounter</li> <li>- Conduct Advocacy session to intensify Integrity Strengthening of IPID investigators.</li> <li>- Perform regular lifestyle audits</li> </ul>

	Risk Title	Risk Description	Contributing Factors	Risk Owner	Risk Residual Rating	Mitigation Strategies/Response Action
3.	<b>Political Interferences</b>	In delivering the constitutional mandate, the IPID may be affected by external political environment to achieve proper implementation of its objectives.	<ul style="list-style-type: none"> <li>- Inadequate reporting/ accounting lines</li> </ul>	Programme Manager: Legal Services	<b>Extreme Risk</b>	<ul style="list-style-type: none"> <li>- Clear accounting and reporting lines to be incorporated in the proposed amendments of the IPID Act, consistent with the Constitutional Court judgment and the constitutional provisions</li> </ul>
4.	<b>Constrained Resources</b>	Adequate resources and their proper allocation is fundamental to the IPID to achieve its overall objectives. Due to the continuous baseline budget reduction experienced, there is a high possibility of resources being constrained which will impact negatively on operations.	<ul style="list-style-type: none"> <li>- Limited budget allocation and continuous reduction of baseline allocation.</li> <li>- Unfunded operational activities</li> </ul>	Chief Finance Officer; Programme managers	<b>High Risk</b>	<ul style="list-style-type: none"> <li>- Continuous engagement with National Treasury on the request for further funding of the IPID Act.</li> <li>- Source funding through other avenues</li> <li>- Reprioritisation of limited funding to focus on critical strategic objectives.</li> </ul>
5.	<b>Inadequate Information Systems</b>	Proper information technology serves as a critical part of the origination's ability to perform its duties and achieve its mandate. The risk on the information systems impact on the department's performance as it will hinder in terms of conducting certain functions to finalise the work that needs to be done.	<ul style="list-style-type: none"> <li>- Obsolete IT infrastructure (network and equipment)</li> <li>- Compromised Information security</li> </ul>	Programme Manager : Corporate Services	<b>High Risk</b>	<ul style="list-style-type: none"> <li>- Re-prioritisation of budget for network and infrastructure upgrade</li> <li>- Implementation of network and infrastructure upgrade project</li> </ul>

	Risk Title	Risk Description	Contributing Factors	Risk Owner	Risk Residual Rating	Mitigation Strategies/Response Action
6.	<b>Inability to investigate and finalise cases timeously</b>	The mandate of IPID is to investigate cases and finalise them effectively and on time. Cases might not be finalised as per the set objectives.	<ul style="list-style-type: none"> <li>- Reduced Accessibility to clients</li> <li>- Capacity on Specialised investigations</li> <li>- Resource constraints (budget &amp; working tools)</li> <li>- Delays in obtaining technical reports</li> </ul>	Programme Manager: Investigation and Information Management	<b>High Risk</b>	<ul style="list-style-type: none"> <li>- Department to establish working relations with other departments to assist with work space</li> <li>- Enhance skills by providing training on certain areas of specialized investigations to optimize service delivery</li> <li>- Recruitment of relevant technical skills to address the gap on specialized investigations</li> <li>- Reprioritization of investigation to match the resources available</li> <li>- Continuous engagement with the FSL (forensic services lab) and Health department (pathology services) to speed up the technical reports for IPID cases</li> </ul>







# IPIID Crime Scene Vehicle



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